

Building for the Future

The principles of corporate governance are in the spotlight as shareholders judge investment decisions on the ability of companies to meet fundamental principles. NWSH is committed to the enhancement of shareholder value and transparency through the creation of a reputable governance framework. Over the last year, management has studied international standards to attain specific performance measurement benchmarks.

It is the belief of NWSH that the over-riding corporate objective is to optimize over time returns on investment to shareholders. Where other concerns affect this objective they must be stated and disclosed to the financial community. To achieve this, NWSH endeavours to ensure the long-term viability of its business and effectively manage relationship with stakeholders in the domestic and global market.

Board of Directors

The Board is responsible to shareholders for management of the Group. The Board meets regularly to review performance, ensure funding, set and monitor strategy, examine sale or acquisition opportunities and report to shareholders. The Board comprises six Executive Directors, three Independent Non-executive Directors and two Non-executive Directors. All Independent Non-executive Directors are free from any relationship that could affect the exercise of independent judgment.

Executive Committees

The Executive Committees are central to managing the Group. Staffed with Executive Directors and senior executives, the Committees play a central role in guiding the development of the Group. Activities under these committees include financial issues, merger and acquisitions, corporate governance, corporate communication and employee matters. There are three separate Executive Committees for the principal investment divisions of NWSS, NWSI and NWSP.

Audit Committee

The Audit Committee is appointed by the Board and currently consists of three Independent Non-executive Directors of NWSH. The Committee meets at least twice a year and other Board members may also attend. The duties of the Committee include: review and supervision of the financial reporting process; review of internal audit reports prepared by the Internal Audit Department, which reports to the Audit Committee; consideration of the appointment of external auditors; and, discussion with the external auditors on the nature and scope of the audit.

Treasury Committee

The Treasury Committee monitors financial exposure and banking facilities, ensuring business units maintain sufficient cash and bank facilities. The Committee is responsible for compliance of all units to corporate treasury policies, procedures and reporting requirements. It aims to enhance financial resources and reduce finance costs.

Central Monitoring Board

The Central Monitoring Board ("CMB") assists the subsidiaries to achieve corporate objectives. As such, the CMB monitors operational performance and implements measures to enhance efficiency. The CMB oversees project procurement, sub-contracting and cost control.

	No. of meetings held*	Average attendance of members
Board	3	94%
Audit Committee	2	100%
NWSH Executive Committee	17	96%
NWSS Executive Committee	18	94%
NWSI Executive Committee	9	98%
NWSP Executive Committee	9	97%
Treasury Committee	2	93%
Central Monitoring Board	7	90%

* For the period between 29 January 2003 and 30 June 2003.

Investor Relations: Reaching out to Shareholders

NWSH has a dedicated Investor Relations Core Team ("IR") comprised of General Managers and the Group Financial Controller. The IR objective is to disseminate information to shareholders in a timely and equitable manner. In order to communicate to the financial community and to support their investment decision-making process, the IR explains the fundamentals that enhance shareholder value.

To communicate with shareholders, NWSH deploys a number of strategies and tools. Information is dispersed on the website, in annual and interim reports, newsletters, press releases, conference calls, company site visits, news-wires and through local, regional and international media outlets. Over the year, NWSH has conducted one-on-one and group meetings with institutional investors, analysts, investment bankers, commercial bankers, strategic partners and the media.